



How St. Charles Embraced the Wraparound Philosophy & Transformed Itself

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St. Charles Youth & Family Services, Inc.

St. Charles: Brief History

- ❖ Established in 1920 by Archdiocese as single service organization on 57-acre campus in Milwaukee, Wisconsin
- ❖ Exclusively boys residence for 65+ years
- ❖ Children were generally referred by family & others for “delinquency”



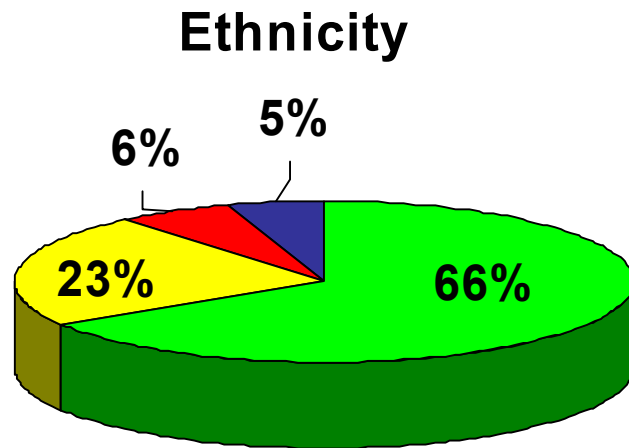


Our Clients: Reasons for Referral

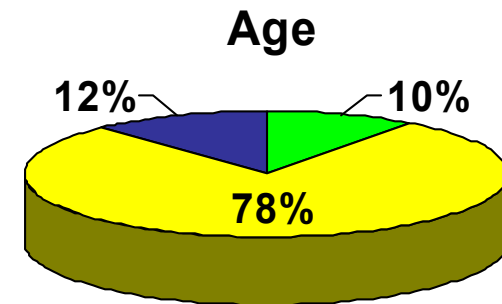
Our clients are typically identified by a “system” and referred due to:

- ❖ Abuse & Neglect
- ❖ Delinquency
- ❖ Mental Health Issues
- ❖ Emotional Disturbance
- ❖ Learning Disabilities

Our Clients: A Profile

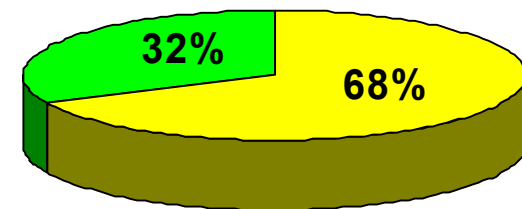


■ African American ■ Caucasian
■ Hispanic ■ Other

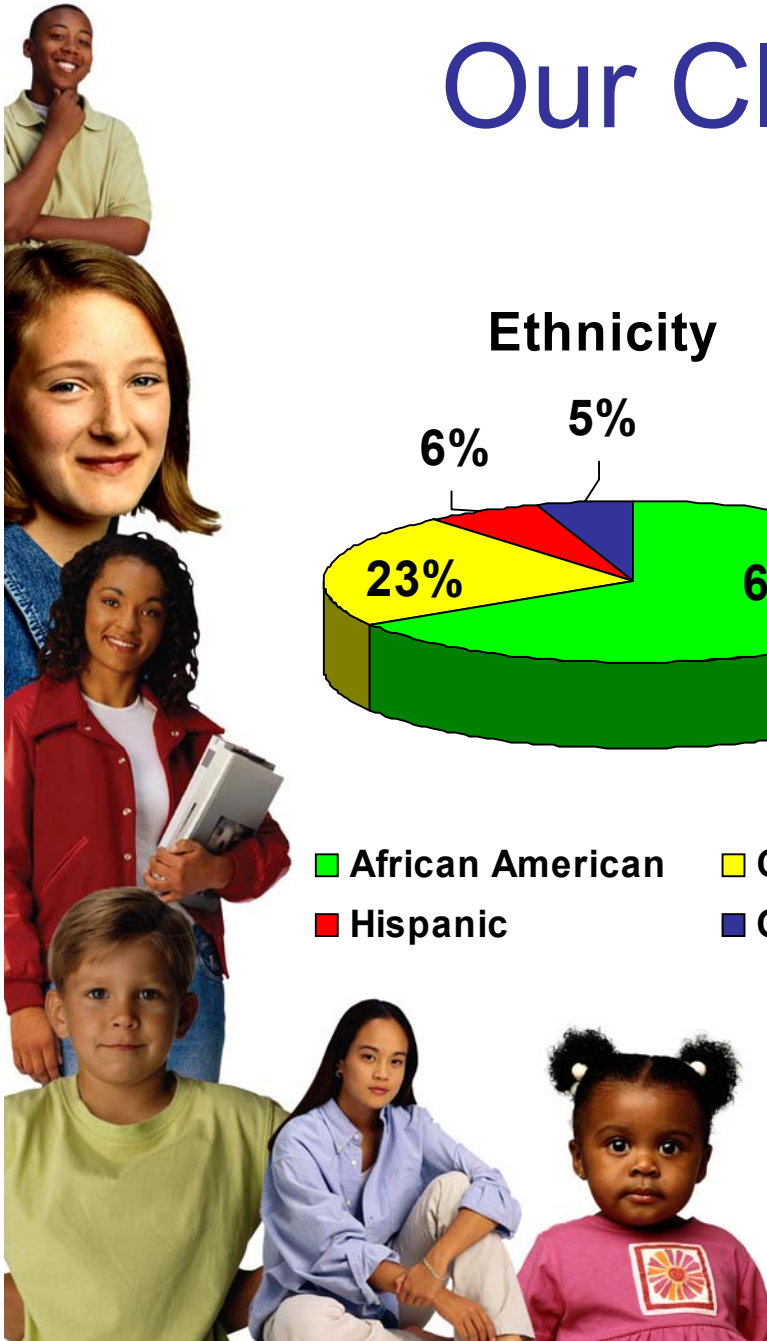


■ 3-11 Yrs ■ 12-17 Yrs. ■ 18+ Yrs.

Gender



■ Male ■ Female



A Business Case for Change

- ❖ Typical residential stay in 1960s-1970s was **3-4 years** in length
- ❖ By 1980s, typical stay fell to **1 year** with ability to extend an additional year
- ❖ Since Wraparound began, the initial commitment is generally **30 days** with average stay being **3-6 months**





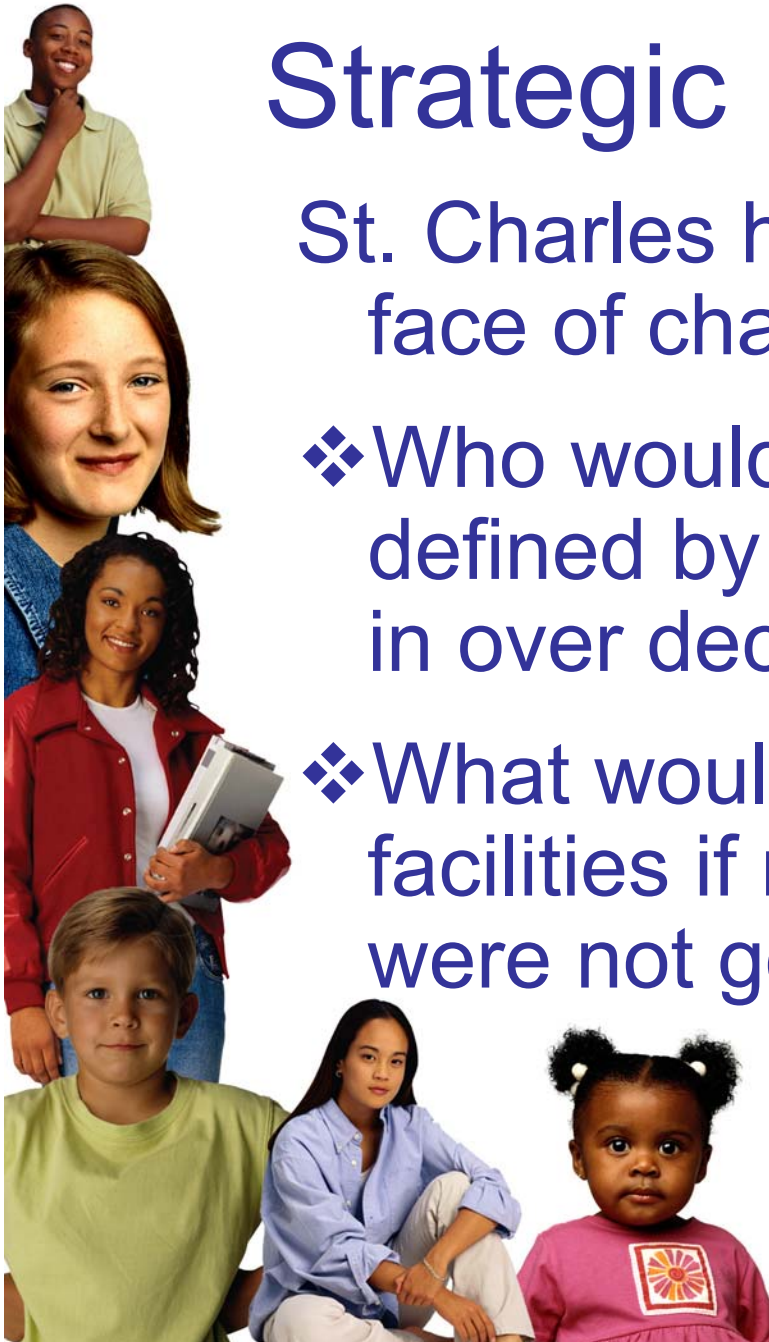
A Business Case for Change

By the 1990s, even prior to Wraparound, St. Charles began realizing the shift to a managed care environment. After coming to the conclusion, the agency initiated a Strategic Planning process to determine issues and new direction.

Strategic Internal Questions

St. Charles had to question itself in the face of change:

- ❖ Who would we be if we were no longer defined by the facilities we had invested in over decades?
- ❖ What would we do with all those facilities if multi-year residential stays were not going to return?





Elements of Immediate Change

- ❖ Mission
- ❖ Internal “Self-Image”
- ❖ Name
- ❖ Residentially Focused Staff
- ❖ Abundance of Residential Facilities
- ❖ Excess Land

Initial Changes

- ❖ Reinterpreted mission to focus on youth & families ***services***, rather than ***facilities***
- ❖ Envisioned ourselves ***beyond*** campus
- ❖ Changed our name from St. Charles ***Boys Home*** to St. Charles ***Youth & Family Services***



Initial Changes

- ❖ Began intense discussions with staff about ***why the agency must change*** to meet our changing environment & ***move beyond denial***
- ❖ Began to develop a diversified ***network of services***



Initial Changes

- ❖ ***Rented excess*** office space to others
- ❖ ***Sold unimproved land*** to area developers generating new endowment resources



Change Forces New Vision

As a result of strategic planning:

- ❖ We would no longer be facilities-driven...we would serve youth & families wherever they might be
- ❖ We would embrace the trend away from residential services, and transform ourselves to meet new market



Planning Meets Reality

Completing Strategic Planning & Visioning, and making initial changes were just the start

The transition to deal with the new realities raised significant challenges.



The Challenges of Change

- **DECISION-MAKING:** From “experts” role exclusively making treatment decisions to “team members” providing input



The Challenges of Change

- **STRENGTH-BASED:** From managing behavior to facilitating self-management



The Challenges of Change

- **PERFORMANCE:** From individual definitions of performance and quality to standardized community-wide indicators



The Challenges of Change

- RESIDENTIAL POPULATION: From nearly 500 area youth receiving residential services to only 50



The Challenges of Change

- **SERVICE DELIVERY:** From on-site residential treatment to in-home and community-based service delivery



The Challenges of Change

- **WORKFORCE DIVERSITY:** From emphasis on residential staff/staff training to seeking/training for more diverse skills sets



The Challenges of Change

- **FINANCIAL PRESSURE:** From full beds and balanced budgets with 1+ year stays to greater financial uncertainty and need to diversify funding sources





The Results of Embracing Change

Much has improved as a result of embracing change:

- ❖ Agency grew from \$3 million to \$13 million in annual revenues
- ❖ Staff grew from 25 to 250
- ❖ Most importantly, positive results for youth & families



The Results of Embracing Change

St. Charles transitioned from a single service to a wide range of programming, including:

- ❖ Wraparound Care Coordination
- ❖ Safety Services
- ❖ Medical Day Treatment
- ❖ Alternative Education
- ❖ Intensive Family Development Services



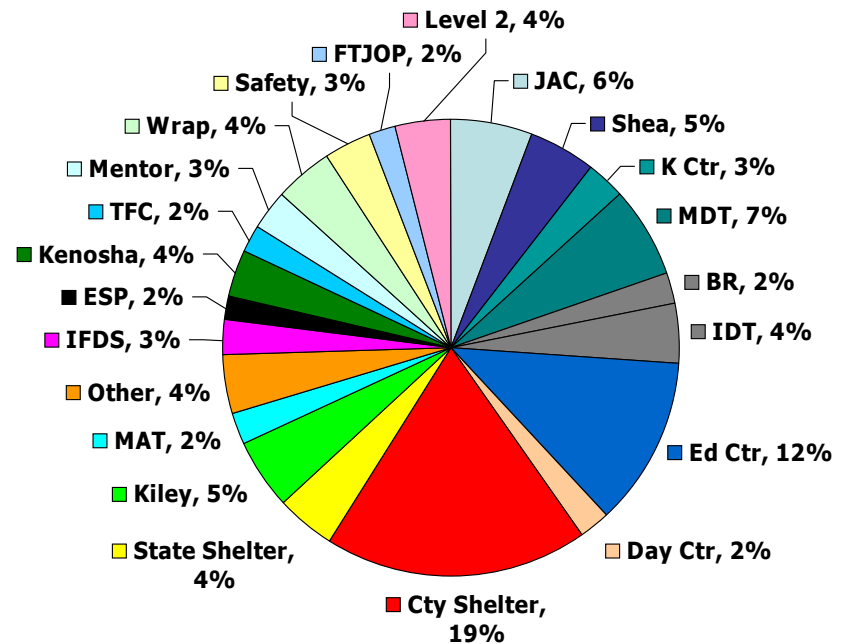
The Results of Embracing Change

St. Charles transitioned from a single service to a wide range of programming, including:

- ❖ Mentoring
- ❖ Residential Treatment
- ❖ Shelter Care
- ❖ Family Preservation
- ❖ First Time Juvenile Offender Program
- ❖ Alternatives to Incarceration

St. Charles: Programming Today

Today, St. Charles Youth & Family Services is a well diversified service provider with no more than 20% of revenues being received from a single source.





St. Charles: Programming Today

Program	# Served Annually	Outcomes
Wraparound Care Coordination Serving youth, ages 8-17, who have been court-ordered into program, have a diagnosed severe emotional disturbance, and are at-risk for out-of-home placement. Program goals include successfully maintaining youth in least restrictive setting, improving functioning of youth/family, assisting families in building natural supports.	84	<ul style="list-style-type: none">❖ Youth spent 80% of time in community placement❖ Youth were absent from school on an unexcused basis only 15% of time❖ St. Charles received “A” ranking from client families for satisfaction❖ 77% of successful disenrollments were based upon Plan of Care Domain Review❖ St. Charles spent 81% of resources on community-based services



St. Charles: Programming Today

Program	# Served Annually	Outcomes
First Time Juvenile Offenders Program Providing youth, ages 10-17, with case management, tracking, mentoring, academic support, counseling, AODA, and recreation under a deferred prosecution agreement. Program goals include successfully decreasing recidivism, increasing school attendance, and improving academic performance.	108	Of those who completed program: ❖91% committed no crimes within 1 yr. ❖97% completed community service ❖99% met educational requirements ❖97% wrote letters of apology for acts



St. Charles: Programming Today

Program	# Served Annually	Outcomes
Intensive Day Treatment Providing children, ages 12-17, who are experiencing significant difficulties in family, school, and community environments. Services include full academic programming, individual/family therapy, and community support/resource development.	309	After services, 71% of clients state: <ul style="list-style-type: none">❖ They are better able to handle daily life❖ They get along better with family members, friends, and others❖ They are better able to cope when things go wrong



St. Charles: Programming Today

Program	# Served Annually	Outcomes
Education Center Serving elementary, middle and high school students, ages 8-21, who need a more structured special education environment to foster successful educational attainment.	354	Behavior & Emotional Rating Scale (BERS) Changes in Scores: Interpersonal Strength: 30 Family Involvement: 31 Intrapersonal Strength: 47 School Functioning: 11 Affective Strength: 43 Average Strength Quotient: 18



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